

Proposals		Financial Implications for Employees-Yr 1	Management Rationale								
1	Revised Pay Structure – Grades 1-9 only		<p>The revised pay structure would help address the recruitment and retention problems with RW 4 and also go some way to restoring differentials which have been eroded due to bottom loaded national pay awards.</p> <p>Employees would be mapped to the nearest equivalent Spinal Column Point (SCP) in the proposed pay structure, or where there is no equivalent SCP, to the nearest SCP upwards. Where any employee is projected to have a reduction in their take home pay (eg through a reduction in overtime) they will be mapped to the nearest SCP upwards within their grade.</p> <p>It is important to note that all employees would see their basic pay either unaffected or, in many cases, increased by these proposals - this of course, would be guaranteed pay as opposed to overtime which can be highly variable and which may well decrease in any given year.</p> <p>Note: The pay data used to calculate 'projected pay' was from the financial year 2014/15.</p>								
1a	Raise bottom of Grade 9 from SCP 56 (£28,264) to SCP 57 (£28,669)	n/a									
1b	Raise top of Grade 8 from SCP 55 (£27,820) to SCP 56 (£28,264)	<table border="1"> <tr><td>CON</td><td>£443.74</td></tr> <tr><td>CAT</td><td>£0.00</td></tr> <tr><td>FM</td><td>£0.00</td></tr> <tr><td>SUP</td><td>£443.74</td></tr> </table>	CON	£443.74	CAT	£0.00	FM	£0.00	SUP	£443.74	
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1c	Raise bottom of Grade 8 from SCP 50 (£25,852) to SCP 52 (£26,624)	n/a									
1d	Raise bottom of Grade 7 from SCP 42 (£22,901) to SCP 45 (£24,020)	<table border="1"> <tr><td>CON</td><td>£385.86</td></tr> <tr><td>CAT</td><td>£0.00</td></tr> <tr><td>FM</td><td>£0.00</td></tr> <tr><td>SUP</td><td>£385.86</td></tr> </table>	CON	£385.86	CAT	£0.00	FM	£0.00	SUP	£385.86	
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1e	Raise top of Grade 7 from SCP 48 (£25,100) to SCP 50 (£25,852)	<table border="1"> <tr><td>CON</td><td>£569.40</td></tr> <tr><td>CAT</td><td>£0.00</td></tr> <tr><td>FM</td><td>£501.62</td></tr> <tr><td>SUP</td><td>£752.42</td></tr> </table>	CON	£569.40	CAT	£0.00	FM	£501.62	SUP	£752.42	
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1f	Raise bottom of Grade 6 from SCP 35 (£20,701) to SCP 38 (£21,647)	<table border="1"> <tr><td>CON</td><td>£0</td></tr> <tr><td>CAT</td><td>£0</td></tr> <tr><td>FM</td><td>£0</td></tr> <tr><td>SUP</td><td>£0</td></tr> </table>	CON	£0	CAT	£0	FM	£0	SUP	£0	
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1g	Raise top of Grade 6 from SCP 41 (£22,611) to SCP 43 (£23,344)	CON	£682.49	
		CAT	£582.54	
		FM	£670.31	
		SUP	£516.68	
1h	Raise bottom of Grade 5 from SCP 28 (£18,618) to SCP 32 (£19,717)	CON	£501.62	
		CAT	£341.01	
		FM	£371.43	
		SUP	£0.00	
1i	Raise top of Grade 5 from SCP 34 (£20,354) to SCP 36 (£20,991)	CON	£166.09	
		CAT	£65.07	
		FM	£356.13	
		SUP	£318.33	
1j	Raise bottom of Grade 4 from SCP 21 (£16,765) to SCP 27 (£18,348)	CON	£1,582.02	
		CAT	£1,000.44	
		FM	£1,582.02	
		SUP	£1,097.44	
1k	Raise top of Grade 4 from SCP 27 (£18,348) to SCP 30 (£19,216)	CON	£865.31	
		CAT	£569.84	
		FM	£307.97	
		SUP	£780.72	
1l	Raise bottom of Grade 3 from SCP 18 (£16,071) to SCP 22 (£17,036)	CON	£155.16	
		CAT	£55.77	
		FM	£67.75	
		SUP	£45.30	
2	Raise top of Grade 3 from SCP 20 (£16,514) to SCP 24 (£17,556)	CON	£356.95	
		CAT	£313.15	
		FM	£278.29	
		SUP	£417.72	
3	Raise Grade 2 from single point SCP 16 (£16,071) to SCP 20 (£16,515)	CON	£0.00	This would restore a differential of 3% between Grade 2 and Grade 1 i.e. following the application of the 1/4/16 pay award the Living Wage rate of £8.25 exceeded the rate of the current Grade 2 single point SCP 16 (£8.09).
		CAT	£362.24	
		FM	£430.62	
		SUP	£245.07	

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<p>4 Introduce New Job/Grade of Roadworker 3-5</p> <p>Introduce a split RW 3-5 Grade. Progression would be in accordance with a written career grade structure and formal procedure to regulate access to training and progression through the qualification bars.</p> <p><i>(The drafting of this procedure is currently being progressed jointly by management and TU representatives as a matter of priority).</i> Note</p> <p>1: All employees currently on RW3 (who wish to do so) will progress to the RW4 element of the new grade upon achieving the required skills, qualifications and experience. Note 2: There is an initial commitment to increase the number of posts within the RW5 element of the new grade by a minimum of 20%.</p> <p>Note 3: A report will be presented to the Joint Negotiating Forum (JNF) on an annual basis detailing the numbers who have progressed through the new RW 3-5 grade.</p>		<p>Would give managers greater flexibility to recognise and retain those employees considered to possess the skills sets of most value to the business. Placing and advancement would be authorised only by the Unit Head with the agreement of the HR Manager (to avoid equal pay risk).</p>
<p>5 Reduce Overtime Enhancements for Grades 9 and below</p> <p>Overtime premiums – reduce from 1.5 to 1.3 for Grades 9 and below.</p>	<p>CON CAT FM SUP</p>	<p>This would go some way to funding the basic pay increases resulting from the proposed revision to the pay structure. The increase in basic pay would ensure greater consistency in pays rather than the often quite pronounced peaks and troughs that are currently experienced depending on the weather etc.</p>
<p>6 Remove TOIL</p> <p>Remove TOIL as an option for overtime remuneration</p>		<p>TOIL was only formally introduced as part of the Single Status pay and conditions package to offer an option for office based employees where paid overtime was not affordable. Given that we subsequently introduced a 'flexi-time' system for office based employees TOIL should be discontinued entirely as it is problematic to manage for front line employees.</p>
<p>7 Accelerated Incremental Advancement</p> <p>Accelerated advancement within grades to reflect individual capability/value</p>		<p>Enables TC to retain talented individuals and tangibly recognise their value to TC. This would be carefully managed and monitored given the degree of subjectivity regarding who should progress by this means and with what justification. Accelerated advancement would require the approval of the relevant CMT member following consultation with the HR Manager (to avoid equalities risks).</p>

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<p>8 Pay Protection</p> <p>Personal pay protection – introduce cash conserved personal protection of pay rate for 3 years for any employee whose job is downgraded as a result of a re-evaluation.</p>		<p>Ensures that TC is only paying the grade which is commensurate to the value of the job. Also affords the employee in detriment a period on protected pay whilst they seek (if they wish) another job (ideally within TC) at their previous grade before the end of their pay protection.</p>
<p>9 Increase Night Working Allowance</p> <p>Increase Night Working Allowance: Currently fixed rate of £16.84 for Sun-Thurs or £33.67 for Fri/Sat/Phols. Increase to a fixed rate of £20 for Sun-Thurs or £40 for Fri/Sat/Phols.</p> <p>To qualify for night working payments the shift must include, or start, within the period 10pm - 5am.</p>	<p>CON CAT FM SUP</p>	<p>Our competitors apparently pay more for night working. Increased enhancement to hourly rates would also make it easier to induce employees to carry out non-contractual overtime.</p>
<p>10 Change of 'Pay Week' for Construction front line employees</p> <p>Pay week (Construction) – change from Thurs - Wed to Mon – Sun.</p>		<p>The pay week for Construction front line employees should be revised to Monday to Friday as there appears to be an absence of any rationale for the current arrangements, which are of no benefit to employees and render payroll processing unnecessarily problematic.</p>
<p>11 Removal of Afternoon Personal Break</p> <p>Personal breaks – remove afternoon break for all employees. No statutory requirement to provide such breaks – with the advent of Time and Attendance (flexi-time) office based employees could continue to have their afternoon breaks by clocking out/clocking back in at the end of their break.</p>		<p>This would remove the ongoing operational management difficulties within Construction arising from the current contractual obligations for all employees to have an afternoon personal break.</p>

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<p>12 Introduce Probationary Periods Introduce formal policy on probationary periods. The probationary period will be 6 months for all external appointments.</p>		<p>In the current climate there is no place for ‘passengers’ – unfair on colleagues and detrimental to the business. Probationary periods recognise that most recruitment methods are flawed and give no guarantee of the right appointment – specified probationary periods would make the position clear to managers and recruits. Also fairer to new recruits as they come in with their ‘eyes open’ – at present all new recruits are in reality working a ‘probationary period’. It is more open and transparent to state this explicitly and to manage probationary periods more formally.</p>
<p>13 Working day/week Extend Tayside Contracts’ definition of a working day and a working week from 6am-8pm Mon-Fri to 5am - 10pm, Mon - Sun. There will no longer be enhancements for working during what is currently defined as ‘unsocial hours’.</p>	<p>CON CAT FM SUP</p>	<p>This would be in keeping with our ‘Adapting for Success’ business plan theme and reflect the fact that TC is committed to providing services when the customers want them and not only when the workforce is available. This would generate cost savings.</p>
<p>14 Change to Working Patterns To incorporate into Tayside Contracts’ written Terms and Conditions of Employment an adaptability clause which reflects our established informal practices. ie where operationally required and with reasonable notice and in consultation with HR and the relevant Trade Union, an employee’s working pattern may be changed. (e.g. start/finish times, shift working, weekend working etc.) on a temporary basis.</p>		<p>Again, in keeping with TC’s business plan theme ‘Adapting for Success’ and our desire to deliver our services when our customers require them. This would not be a change to our current practices. However, setting down in writing our commitment to having an adaptable workforce will hopefully help raise awareness amongst our workforce of our requirement to be adaptable to retain current contracts and win new work.</p>

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<p>15 Training agreements</p> <p>TC currently has Training Agreements with employees whereby employees are contractually bound to repay all or part of the funding they have received from TC should they leave TC within a 3 year period of completing the course/training. It is proposed to introduce a formal policy on and extend the use of training agreements to incorporate all approved courses of study with a cost to TC of in excess of £1,000 e.g. TC would have the contractual right to recoup payment from those who were trained by TC to acquire an LGV licence, should the employee not remain at TC for 3 years following completion of the course/training. Repayment would be, for those who leave within:</p> <p>1 year - 100% refund to TC 2 years - 50% refund to TC 3 years - 25% refund to TC.</p>		<p>Would better enable TC to retain key employees and ensure that TC had a fairer return on its training investment. This measure is in keeping with already established arrangements within many other private and public sector organisations.</p>
<p>16 Revision of the Terms and Conditions Handbook</p> <p>The current Terms and Conditions Handbook will be revised to incorporate the above changes plus cosmetic changes identified to the existing wording.</p>		<p>It is already apparent that there are amendments required to the current T&C's handbook for the purpose of greater clarity. The intention is to amend this wording at the same time as the above changes are incorporated into the handbook.</p>